

# **NORTH CAROLINA DEPARTMENT OF CORRECTION**



**2003 ANNUAL REPORT**

**NORTH CAROLINA  
DEPARTMENT OF CORRECTION  
MISSION STATEMENT**

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**TO PROMOTE PUBLIC SAFETY BY  
THE ADMINISTRATION OF A FAIR  
AND HUMANE SYSTEM WHICH  
PROVIDES REASONABLE  
OPPORTUNITIES FOR  
ADJUDICATED OFFENDERS TO  
DEVELOP PROGRESSIVELY  
RESPONSIBLE BEHAVIOR.**



**2003 Annual Report  
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# About the DEPARTMENT OF CORRECTION

**The Department of Correction is charged with the supervision and rehabilitation of convicted adult offenders. Its primary goals are to provide an appropriate level of supervision to ensure public safety, to put inmates to work and to give offenders the tools they need to become productive, law-abiding citizens.**

The Department of Correction is comprised of four major divisions interacting directly with offenders and the public, as well as a large number of administrative support sections that operate directly under the auspices of the management of the Department of Correction. The major divisions are the Division of Prisons, the Division of Community Corrections, Correction Enterprises and the Division of Alcoholism and Chemical Dependency Programs.

The Division of Prisons has responsibility for incarcerating more than 34,000 inmates in 76 prison facilities across the state. The division has complete responsibility for housing, food, medical services and rehabilitative programs for this large population, as well as administering the state's death penalty.



The Division of Community

Corrections supervises offenders in the community, either probationers whose active sentences have been suspended, or parolees and post-release offenders who have served a prison sentence and are being reintegrated into the community. The division supervises approximately 115,000 probationers and more than 3,000 parolees and post-release offenders. More than 2,000 field officers provide control, supervision and treatment management to offenders.

Correction Enterprises produces goods and services, including office furniture, road signs, paint and laundry for state agencies and nonprofit organizations. It provides meaningful training and work experiences to inmates while offering quality goods and services



to tax-supported entities at a saving to the taxpayers. Correction Enterprises receives no support from state budget allocations and, like a business, is totally supported through the goods and services it produces and sells.



The Division of Alcoholism and Chemical Dependency Programs provides treatment services to inmates, DWI offenders, probationers and parolees. The majority of the division's program offerings are 35-day residential programs based on the 12-Step Recovery model.

In addition to the four major divisions, the department has auxiliary support sections that serve all divisions of the department. These sections operate under the department's central administration.

# DEPARTMENT OF CORRECTION OFFICIALS

## FISCAL YEAR 2002-2003

Theodis Beck, Secretary  
Dan Stieneke, Chief Deputy Secretary  
Fred Aikens, Deputy Secretary  
Tracy Little, Deputy Secretary  
Lattie Baker, Assistant Secretary  
Lavee Hamer, Assistant Secretary/General Counsel  
Lynn Phillips, Assistant Secretary  
Boyd Bennett, Director, Division of Prisons  
Robert Lee Guy, Director, Division of Community Corrections  
Karen Brown, Director, Correction Enterprises



Secretary Theodis Beck

### *DEPUTY SECRETARIES*



Dan Stieneke



Fred Aikens



Tracy Little

### *ASSISTANT SECRETARIES*



Lattie Baker



Lavee Hamer



Lynn Phillips

### *DIVISION DIRECTORS*



Boyd Bennett



Karen Brown



Robert Lee Guy

# Division of PRISONS

Boyd Bennett, Director



**The Division of Prisons is responsible for incarcerating more than 34,000 inmates in 76 state prisons. The division has total responsibility for housing, meals, medical services, rehabilitative programs and the administration of the death penalty.**

The primary goal for the Division of Prisons (DOP) this year was to prepare for the opening of three new 1,000 cell close security prisons in Scotland, Anson and Alexander counties. While these prisons did not receive inmates until late 2003 and early 2004, staffing and equipping these prisons was a team effort involving every segment of the Division of Prisons. These prisons are the first three of a total of six or more necessary to accommodate the rising prison population projected to exceed 41,000 over the next 10 years.

During the fiscal year, the average daily inmate population rose to 33,451. The closing of Sandhills Youth Institution, Henderson Correctional Center, Blue Ridge Youth Center and the diagnostic center at Rowan Correctional Center impacted efforts to efficiently manage the rising population. Using positions from Sandhills Youth Center, the division was able to reopen two former IMPACT boot camp facilities as minimum-security units at

Morrison and Foothills Correctional Institutions. The South Central Region Office relocated from Fayetteville to the Sandhills Youth



Secretary Theodis Beck joins local officials in cutting the ribbon to open Scotland Correctional Institution in Laurinburg, the first 1,000 cell close custody institution.

Center campus, providing additional office and conference space, improved parking and the end of an office lease in Fayetteville.

The Division of Prisons reduced or minimized increases in overall operating costs where possible. While the prison population increased to more than 34,000 inmates, the division still managed to reduce operating costs by \$17.5 million. Reductions included a \$3.4 million reduction in overtime payments; a reduction in food costs to 65 cents per meal for savings of

\$455,456; and a 2.58 percent reduction in medical costs while serving more patients during a period of critical staff shortages.

Health Services initiated several projects during the year that impacted costs. These included eliminating positions; consolidating medical services of neighboring prison units; converting some contract positions to full-time; implementing a after-hours nurse triage system; placing medical providers on call to de-

crease local emergency room trips and pooling resources by creating six chronic care facilities. Additionally, Health Services made more use of correctional health assistant positions for administering medications and initiated a statewide performance improvement plan.

Other efficiency efforts brought indirect cost savings. Enhancements to the inmate database system (OPUS) give managers and staff more information, while security alert screens now identify inmates who are a high risk for escape or

## Cost per Inmate Fiscal Year 2002-03

	Daily	Yearly
Close custody	\$74.56	\$27,214
Medium custody	\$60.54	\$22,097
Minimum custody	\$46.23	\$16,874
Average	\$57.92	\$21,141

assault. Memos from the director are now distributed on the division's internal Web page and the Utility Savings Initiative continues to show reductions in electric, water, sewer and other utility costs.

The Division of Prisons started a security staffing study to establish posting standards at each prison for a more efficient use of custody personnel. This effort to determine standards for staffing prisons will identify facilities that are either over-staffed or understaffed based on actual needs and established standards. The audit was mandated by the General Assembly during the 2002 session and the National Institute of Corrections (NIC) funded a team to conduct the staffing audit. In the 2003 session, the legislature mandated that the department implement many of the suggestions contained in the NIC report.

During the fiscal year, the Department of Correction joined forces with the Department of Transportation (DOT) to more effectively utilize inmate labor in litter control. The collaborative plan established 30 new minimum-custody litter crews devoted to roadside litter initiatives, for a total of 60 litter squads and 110 medium-security road squads. DOT identified more than 6,000 miles of highways for cleaning by

these crews, with each crew assigned specific roads to clean at a frequency of four, six or 12 times per year. These crews have made a significant impact on litter

reduction efforts in North Carolina.

Education Services continued to provide academic and vocational opportunities designed to help inmates become jobholders and responsible citizens upon their release. Each day, more than 3,700 inmates attend full-time academic or vocational schools. More than 1,200 inmates obtained General Education Development (GED) diplomas and over 5,500 inmates earned certificates, diplomas and degrees during the year.

Security Threat Group (STG) intelligence officers at each facility continue to receive updated information on gang trends and activity. A noticeable increase in gang-related incidents was reported, especially in the youth population. Security managers toured a STG unit in New Jersey where gang-affiliated

inmates were housed together in a controlled environment and required to participate in programs designed to help them denounce their gang ties in order to progress through the prison system. DOP began development of a similar STG unit at Foothills Correctional Institution.

As anticipated, a large number of superintendents, administrators, wardens and central office managers retired during the year. The Division of Prisons named twenty new prison facility heads and three new senior managers in the central office. More than 350 division employees who serve in the National Guard and Reserves were called to active duty this year. Many of these deployments were for six months or longer and significantly impacted staffing levels across the division.

DOP developed the Correctional Supervisor Training Program (CSTP) during the year to provide leadership development and supervisory training for front line supervisors. The initial pilot program ran from June to December 2002 with 72 DOP supervisors from 22 facilities completing

## Community Work Program

2002-03 results



**5,811 projects**

**1.65 million inmate hours worked**

**\$8.7 million in public funds saved**



## Inmate Population

June 30, 2003

Total Population	33,583
GENDER	
Male	31,389
Female	2,194
RACE	
White	11,165
Black	20,463
Indian	621
Asian	99
Other	1,100
Unknown	135
AGE	
under 20	1,130
20-24	5,591
25-29	5,903
30-34	5,705
35-39	5,147
40-44	4,492
45-49	2,767
50 and over	2,848

the program. Participants included food service, programs and custody supervisors who attended an intensive week-long classroom session and, while on the job, completed 12 modules on topics including report writing, emergency procedures, disciplinary and grievance procedures, use of force, health, food service and programs. Participants and managers agreed that CSTP provided much needed supervisory training for correctional managers.

The division also worked closely with Research and Planning in the development of two new initiatives to provide transition services for the 22,000 inmates who are released from prison each year.

The "Going Home Initiative," funded by a \$1.3 million federal

grant over three years, promotes a coordination between state and local government agencies, community-based organizations and community-based treatment providers to deliver needed services to offenders leaving prison and re-entering the community.

Job Start II is a second offender-reentry program funded by a grant from the North Carolina Governor's Crime Commission. This program prepares inmates for successful employment after prison. Inmates complete a pre-release phase focused on securing employment and performing successfully in the workplace. The program partners inmates with mentors from their home communities for post-release support.

Finally, Correction Enterprises and DOP established a written "partnership of understanding" intended to foster the organizational relationship between the two by providing specific expectations for employees in each division. Honoring the expectations should enhance the relationship between the two divisions. Expectations include open communication and mutual cooperation, safety training, tool, key and lock control procedures, audits, inspections and security procedures.

## NC Prison Facilities

Albemarle CI - Badin  
 Alexander CI - Taylorsville  
 Anson CC - Polkton  
 Avery/Mitchell CI - Spruce Pine  
 Black Mountain CCW - Black Mtn  
 Bladen CC - Whiteville  
 Brown Creek CI - Polkton  
 Buncombe CC - Asheville  
 Cabarrus CC - Mt. Pleasant  
 Caldwell CC - Hudson  
 Caledonia CI - Tillery  
 Carteret CC - Newport  
 Caswell CC - Yanceyville  
 Catawba CC - Newton  
 Central Prison - Raleigh  
 Charlotte CC - Charlotte  
 Cleveland CC - Shelby  
 Columbus CI - Brunswick  
 Craggy CC - Asheville  
 Craven CI - Vanceboro  
 Dan River PWF - Yanceyville  
 Davidson CC - Lexington  
 Durham CC - Durham  
 Duplin CC - Kenansville  
 Eastern CI - Maury  
 Foothills CI - Morganton  
 Forsyth CC - Winston-Salem  
 Fountain CCW - Rocky Mount  
 Franklin CC - Bunn  
 Gaston CC - Dallas  
 Gates CC - Gatesville  
 Greene CI - Maury  
 Guilford CC - McLeansville  
 Harnett CI - Lillington  
 Haywood CC - Hazelwood  
 Hoke CI - McCain  
 Hyde CI - Swan Quarter  
 Johnston CI - Smithfield  
 Lanesboro CI - Polkton  
 Lincoln CC - Lincoln  
 Lumberton CI - Lumberton  
 McCain CH - McCain  
 Marion CI - Marion  
 Morrison CI - Hoffman  
 Mountain View CI - Spruce Pine  
 North Carolina CIW - Raleigh  
 Nash CI - Nashville  
 Neuse CI - Goldsboro  
 New Hanover CC - Wilmington  
 North Piedmont CCW - Lexington  
 Odom CI - Jackson  
 Orange CC - Hillsborough  
 Pamlico CI - Bayboro  
 Pasquotank CI - Elizabeth City  
 Pender CI - Burgaw  
 Piedmont CI - Salisbury  
 Polk YI - Butner  
 Raleigh CCW - Raleigh  
 Randolph CC - Asheboro  
 Robeson CC - Lumberton  
 Rowan CC - Salisbury  
 Rutherford CC - Spindale  
 Sampson CI - Clinton  
 Sanford CC - Sanford  
 Scotland CI - Laurinburg  
 Southern CI - Troy  
 Tillery CC - Tillery  
 Tyrrell PWF - Coulmbia  
 Umstead CC - Butner  
 Union CC - Monroe  
 Wake CC - Raleigh  
 Warren CI - Manson  
 Wayne CC - Goldsboro  
 Western YI - Morganton  
 Wilkes CC - North Wilkesboro

# Division of COMMUNITY CORRECTIONS

Robert Lee Guy, Director



**The Division of Community Corrections supervises offenders in the community, either probationers whose active sentences have been suspended or offenders who have served prison time and are being reintegrated into the community. More than 2,000 field officers supervise more than 115,000 probationers and more than 3,000 parolees and post-release offenders.**

Supervising an ever-changing population in need of more specialized and concentrated supervision, the Division of Community Corrections (DCC) strives to protect public safety. That mission is the cornerstone of a case management strategy that focuses on holding the offender accountable, ensuring compliance with court judgments and directing specialized treatment and educational programs.

There are many tools and programs designed to address the non-compliant offender. The officer can utilize curfews, electronic monitoring and drug screening for offenders in need of structure and guidance. The Criminal Justice Partnership Programs and community treatment agencies are well equipped to serve the unemployed offender and substance abuser. Non-compliant offenders can be held to a higher level of accountability with sanctions like electronic house arrest, intensive probation or a residential program.

FY 2002-03 was a year of progress, significant changes and milestones in DCC programs.

## Sex Offender Control

The Sex Offender Control initiative using the containment approach to managing sex offenders in the community continued steady progress during the year.

As a result of the Urban Supervision Plan, four more judicial districts joined the initiative. Twelve other judicial districts continue to maintain specialized officers supervising sex offenders according to the program guidelines.

During the fiscal year, 224 offenders were admitted to the program and 491 were supervised in the initiative. This represented an increase of 19 percent in admissions and 31 percent in offenders supervised. At fiscal year's end, about 2,500 sex offenders were under supervision across the state. A new pilot program using global position-

ing satellite technology (GPS) is testing new methods for supervision of sex offenders.

## Domestic Violence Control

During FY 2002-03, DCC supervised 1,116 offenders as domestic abuse cases—an increase of 11 percent from the previous fiscal year. In order to handle these offenders more effectively, several judicial districts transitioned to work assignments where officers handle domestic violence cases within a blended caseload, while most urban judicial districts established specialized officers to handle this offender population. Seven judicial districts maintain several specialized domestic violence officers. Program staff also maintained contact with the North Carolina Council of Women/Domestic Violence Com-

### Cost of community supervision

	Daily	Yearly
Regular probation / parole	\$1.75	\$639
Intensive probation	\$10.06	\$3,672
Electronic House Arrest	\$6.65	\$2,427
Community service	\$1.29	\$471

mission, which will conduct domestic violence training for DCC officers during FY 2003-04.

### Drug Treatment Courts

During FY 2002-03, DCC supervised 812 offenders in drug treatment courts, a collaborative initiative between DCC and the Administrative Office of the Courts. The initiative focuses on a 12-month treatment and supervision plan with frequent drug screenings and bimonthly court progress reviews.

Eleven judicial districts operate drug treatment courts. During the fiscal year, DCC officers continued to serve as key members of the local drug treatment court team, along with the presiding judge, district attorney, treatment provider and defense attorney.

### Going Home Initiative

DCC program staff assisted in the department's successful application for a \$ 1.3 million federal grant to aid serious offenders returning to the community after incarceration. During the year, an executive committee of staff from DCC, DOP and Research and Planning joined with officials from DHHS, Commerce, Labor, Community Colleges and Housing and Urban Development to begin planning for the grant project. Implementation sites were selected and local committees initiated to take the project to the local level.

DCC serves as the lead for the project using the Offender Management Model in a three-stage process. In stage one, DCC staff

will lead a local team to meeting with possible offenders and DOP case managers approximately 12 months prior to release in order to determine what additional prison programs could assist the offender's return to the community.

In stage two, DCC supervises the offender in a team approach along with representatives of treatment, Joblink career centers, education assistance and various other local partners depending on the needs of the offender. The third stage will focus on community agencies providing a supportive environment for the offender and providing mentoring to sustain and support for long term change.

Five target areas encompassing 13 counties in rural and urban areas have been selected. At the end of the fiscal year, the local committees are meeting to complete local guidelines and review potential offenders. During the first quarter of the new fiscal year, the implementation of the project is scheduled to begin.

### Substance Abuse Screening

The Substance Abuse Screening and Intervention Program (SASIP) experienced a year of transition and challenge. The name of the program was changed from the Substance Abuse Screening Program.

## Supervised offenders in the community

	Probation	Parole
Total Population	115,187	3,527
<b>GENDER</b>		
Male	89,062	3,298
Female	26,125	229
<b>RACE</b>		
White	51,563	1,320
Black	53,688	2,042
Indian	1,925	57
Asian	314	11
Other	7,560	90
Unknown	137	7
<b>AGE</b>		
under 20	9,283	35
20-24	23,871	461
25-29	20,204	566
30-34	17,288	612
35-39	15,084	523
40-44	13,168	523
45-49	8,430	354
50 and over	7,859	453

SASIP will continue comprehensive statewide operations offering instrument-based drug screening and non-instrument (handheld, instant result) screening for both drugs and alcohol. This year, the program was expanded to include prevention. The expansion will allow for an equal balance of control and treatment for offenders.

There are six screening laboratories located across the state in Greenville, Raleigh, Fayetteville, Greensboro, Charlotte and Asheville with two medical laboratory technicians working in each lab. In an effort to alleviate continuous interruption in the labs, the program continues to offer a hotline for questions from field personnel. The SASIP internal web page is

also available to field personnel for assistance in drug related education information, program changes and frequently asked questions.

SASIP provides drug screening services to other agencies including the Division of Prisons, the Division of Alcohol and Chemical Dependency Programs, Drug Treatment Courts, the Department of Juvenile Justice and Delinquency Prevention, Durham County Criminal Justice Resource Center, and the Social Services departments in Guilford and Alamance counties.

Reimbursements for drug screening provided to these outside agencies totaled \$410,884 for the fiscal year. This was an increase of \$16,313 over the previous year. These receipts help offset the cost of the reagents and other expenses incurred by the program.

### **Community Service Work Program**

Established as a grant program and later within the 1983 Safe Roads Act, the Community Service Work Program was transferred to DCC through legislative action effective January 2002.

During the fiscal year, 130 coordinators completed work site placements for 65,753 offenders and continued work with another 23,000 offenders that were in the process of completing hours at the start of the fiscal year. Offenders completed over 1.9 million court ordered community service hours with an estimated value of over \$9.9 million to the agencies and local community. In addition, \$6.7 million in fees were collected for the state's General Fund.

The focus this year for community service was to merge the program into DCC operations.

A community service transition committee was established to assist with merger related issues, and after completing initial assignments; the committee changed focus to work on larger community correction issues such as the Urban Supervision Plan while continuing to revise CSWP procedures and policies.

The committee reviewed statutes concerning community service while also reviewing actual work processes. Focus areas included the court role of the community service staff, the offender work site placement process, monitoring of compliance, noncompliance and violations, development of placement agency standards and differences in the job in urban and rural areas. The committee completed recommendations in several personnel related areas including: education and experience requirements, job description duties and essential job functions

The committee also provided several recommendations in policy and procedure. These included ending the practices of "substantial compliance," waiting lists for placements and offenders making items for CSWP offices. It also establishing case review guidelines and revised placement agency documentation forms

A major accomplishment for the program staff was the successful application for grant funding to automate community service functions.

Beginning in January, program staff, the committee and MIS

started work on this project. The project focus is to automate intake, work placement, progress monitoring, violation reporting and caseload management. At the close of the fiscal year, the project team was in the process of reviewing the use of OPUS along with a web-based application for placement agency usage. A prototype system was in the development stage, and planning for a survey of work site placement agencies was also in process.

### **Victim Services**

During the year the DCC Victim Services initiative used 14 Victim Advocates/Notification Coordinators within a regional concept to handle legislatively mandated victim notifications and provide services to crime victims.

For the year, caseload averages were approximately 350, with an average of 140 notifications sent for each position.

The initiative struggled to meet the notification demands due to the state budget crisis and a position vacancy rate that reached 50% just after mid-year.

During the last quarter of the fiscal year, program staff was planning for a restructuring of this initiative. The redesigned operation should enable DCC to meet the notification demand while maintaining a contact for victims.

# Division of ALCOHOLISM AND CHEMICAL DEPENDENCY PROGRAMS

Lattie Baker, Assistant Secretary

**The Division of Alcoholism and Chemical Dependency Programs provides treatment services to prison inmates, DWI offenders, parolees and probationers. The division's mission is to help offenders overcome addiction to drugs and/or alcohol.**

The Division of Alcoholism and Chemical Dependency Programs (DACDP) provides a range of treatment and recovery services to prison inmates, DWI offenders, parolees and a select number of probationers. During FY 2002-03, more than 14,000 offenders were engaged in DACDP programs.

DACDP programs are based on the Minnesota Model of chemical dependency and treatment, providing offenders with an initial opportunity to engage in treatment and early recovery. Participants are involved in extensive follow-up, including Alcoholics Anonymous, Narcotics Anonymous, community resources and personal sponsorship. Treatment programs make extensive use of inmates working in the role of peer counselors and role models or group leaders, in addition to building exemplary citizens within the prison community.

DACDP operated 26 residential programs this year including five RSAT programs and two private residential treatment centers.

## Substance Abuse Programs

**DART** (Drug Alcohol Recovery Treatment) - an intensive five to 12-week residential program conducted in prison

**SARGE** (State Alliance for Recovery and General Education of Chemically Dependent Youthful Offenders) - a long-term, individualized prison program for youth offenders

**RSAT** (Residential Substance Abuse Treatment) - a federal grant program, of long-term residential treatment for adults

**DART Cherry** - a treatment program for DWI offenders

**Private Residential Treatment Center** - a program for offenders who require long-term intervention, pre-release or community transition program involvement

## 2002 National Survey on Drug Use and Health: National Findings

Among the estimated 1.8 million adults aged 18 or older on parole or other supervised release from prison during the past year, 29.1 percent were current illicit drug users compared with 7.7 percent among adults not on parole or supervised release.

Among the estimated 4.8 million adults on probation at some time in the past year, 28.7 percent reported current illicit drug use in 2002.

This compares with a rate of 7.4 percent among adults not on probation in 2002.

-- *Substance Abuse and Mental Health Services Administration. (2003)*

### Daily Treatment Costs

DART In-Prison Program	\$14.39
DART Cherry - DWI Treatment	\$29.61
Private Treatment Centers	\$70.63



*Not Just Making It Right. Making It Better.*



**Correction Enterprises provides meaningful training and work experience to inmates, while offering quality goods and services to tax-supported entities at a savings to the taxpayers. Correction Enterprises supervises more than 2,000 inmates in a wide variety of industries.**

### **An Overview**

Correction Enterprises is a prison industry program that reduces the cost of incarceration by training inmates to perform constructive manufacturing activities that are self-supporting and produce revenue for the state. Like a private business, the division receives no state budget allocation, and is supported only by the goods and services it produces and sells.

Correction Enterprises aids in the rehabilitation of inmates by teaching them job skills that are easily transferable to the private sector upon release. The division, which employs approximately 380 staff members and 2,100 inmates, consists of 30 separate revenue-producing operations located throughout the state, administrative offices in Raleigh and a central warehouse in Apex.

During FY 2002-03, Correction Enterprises boasted total sales of \$69,411,900. From that amount, the division contributed approximately \$5 million to the state's general fund, gave \$226,404 to the Crime Victims' Compensation Fund and paid \$2.18 million in inmate incentive wages.

### **New Products and Initiatives**

In February 2002, the Correction Enterprises' warehouse began transporting textbooks for North Carolina's public schools. The



Inmate Kenny Wilkerson loads textbooks at Enterprises' warehouse for shipment to local school systems.

partnership was born when the Department of Public Instruction realized that Enterprises' warehouse trucks already were making regular deliveries to school bus garages and local schools. This highly successful partnership served both DPI and Enterprises by reducing

the cost of delivering textbooks to the state's schools and by employing and training additional inmates in warehousing skills.

In May 2002, Governor Easley signed an executive directive for Correction Enterprises to provide temporary laundry services for Womack Army Medical Center at Ft. Bragg after the hospital's laundry contractor unexpectedly went out of business. The laundry at Sampson Correctional Institution in Clinton handled the challenge without missing a beat, providing laundry services for hospital scrubs, towels, sheets and pillowcases. Although the original directive was effective for a 21-day period, the state extended the directive when no suitable replacement for the contract services materialized.

In February 2003, the North Carolina Division of Purchase and Contract awarded Correction Enterprises a contract to provide prescription safety eyewear to state employees. By partnering with Optometric Eye Care Centers to provide fitting service for the employees, the Nash Optical Plant saved state agencies approximately



Correction Enterprises developed picnic tables with tops and benches made of a durable recycled plastic lumber and frames of galvanized iron for NC State Parks.

11.75 percent on safety eyewear for employees.

Enterprises' sales staff and the Brown Creek Metal Products plant worked with the North Carolina State Parks Division to introduce new products for the state park system. The new line included a picnic table with recycled plastic seats and tops, barbecue grills and fire rings.

Correction Enterprises' operations continue to maintain a high level of safety awareness. In 2002,

the North Carolina Department of Labor recognized 90 percent of Enterprises' facilities for having outstanding safety records. Twenty-four out of the 30 plants received a gold award, while three plants received the silver award.

#### **Sales and Marketing**

The marketing section implemented a new marketing tool—a quarterly e-mail newsletter entitled “iDeals” to publicize new products, new programs and sales opportunities. Meanwhile, the sales section focused its efforts on expanding quick copy and metal products sales, targeting new state building projects for custom casework and food services lines. The intensified marketing efforts resulted in a state university purchase of more than \$750,000 worth of merchandise.



Inmates at Correction Enterprises Nash Optical Plant produce prescription safety eyewear for state employees and eyewear for NC Medicaid recipients.

## Products and Services provided by Correction Enterprises

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Food Products

Janitorial Products

Laundry Services

Linens and Apparel

Manpower Services

Metal Products

Office Furnishings

Oils and Lubricants

Optical Manufacturing  
(Proud contractor for NC Medicaid)

Paints

Printing and  
Duplicating Services

Roadway Markings

Safety Products

Signage

Vehicular Identification

# Department of Correction ADMINISTRATION

**Several support sections handle various administrative and management functions for the four major divisions within the Department of Correction.**

## **Central Engineering** William Stovall, Director

During FY 2002-03, the Central Engineering Division oversaw the design and substantial completion of three of six 1000-cell, high-security prisons in Alexander, Anson and Scotland counties. The design of these prisons will serve as the prototype for prison expansion over the next decade.

During the 2003 legislative session, the North Carolina General Assembly authorized the construction of three additional facilities to be built in Greene, Bertie, and Co-

lumbus counties. Central Engineering completed site adaptation design for the Greene and Bertie prisons and anticipates groundbreaking in the fourth quarter of 2003, while the design schedule for the Columbus prison should allow construction to begin by the fourth quarter of 2005. All three counties have taken steps to acquire suitable construction sites for transfer to state ownership as a component of their economic development strategy. Each prison will bring more than 400 jobs to the host community.

The Inmate Construction Program (ICP), managed by Central

Engineering, made significant strides in completing a \$21 million addition to Warren Correctional Institution. This multi-year construction project, which broke ground in January 2001, adds 168 high-security cells, a programs support building, additions to the administrative building and a new maintenance building. While final project completion is scheduled for June 2004, the program support and maintenance buildings have been completed and are now in use.

The ICP also undertook significant work on behalf of Correction Enterprises, beginning the site development for an industrial building acquired in Warren County that will produce janitorial products and constructing a commodity storage building and maintenance building at Caledonia Farms.

The ICP employs approximately 200 inmates with more than 100 participating in a trades apprenticeship program offering certification from the North Carolina Department of Labor in journey-level skills. The ICP allows the department to leverage its capital dollars for the greatest gain, and the apprenticeship program has been cited as a model initiative under the



### **Prison Construction**

1,000 cell close custody units	
Scotland Co.	Opened 2003
Anson Co.	Opening 2004
Alexander Co.	Opening 2004
Greene Co.	Opening 2006
Bertie Co.	Opening 2007
Columbus Co.	Opening 2008

department's transition planning to prepare inmates for successful re-integration into society.

Central Engineering continued to manage design efforts for state-of-the-art medical facilities to serve the evolving health care needs of the Division of Prisons. Design services are underway for replacement of Central Prison's antiquated hospital with a 120-bed acute care facility and enhancements to the prison's core infrastructure. These design services also include provision for a separate 200-bed mental health treatment facility.

At the same time, comparable health care and mental health treatment facilities are under design for the North Carolina Correctional Institution for Women in Raleigh. This new facility will provide 150 beds for medical and mental health care services at the state's flagship prison for women.

Finally, Central Engineering continues to be a leader in the field of energy conservation and the state-wide Utilities Savings Initiative (USI), working toward the governor's goal of reducing state agency energy consumption by four percent per year over the next five years. In cooperation with the State Energy Office, the department agreed to pilot the launch of a comprehensive statewide energy consumption data management program, an essential tool for accurately measuring progress toward achieving this goal. Central Engineering also spearheads the department's own USI committee, coordinating internal conservation efforts and raising conservation awareness.

## Management Information Systems

Bob Brinson, Director

During FY 2002-03, Management Information Systems focused on three priorities: cost savings, efficiency and security.

The section realized cost savings and efficiency within the network by upgrading the infrastructure in prison facilities throughout the state, including: Polk Youth Institution, Wilmington Residential Facility for Women, Guilford Correctional Center and Neuse, Eastern, Scotland and Craggy Correctional Institutions. In most of those facilities, MIS replaced old wiring and hubs with fiber and switches and converted non-LAN facilities to fully functional LAN facilities. These upgrades induced cost savings with the removal of control units, expanded utilization of RPM software for printing needs and reduced the number of servers needed at facilities.

With the investment in two storage area networks in Raleigh and Lenoir, MIS helped the department realize major cost savings by avoiding server replacements and server purchases for new facilities.

The networking staff also fought vigilantly against computer hackers and viruses on the network by ensuring that up-to-date virus patches were applied appropriately.

In the area of application development, MIS realized cost savings and efficiency by concentrating on applications that are mandated by policy or legislation, thereby producing the largest savings and efficiencies in work flow by helping reduce manual processes.

MIS leveraged the Offender Population Unified System (OPUS) and the critical data it offers by providing newly automated processes and products. Upgrades included a complete rewrite of the offender time computation program, high profile and escape risk alerts, automation of the Nutraloaf program, providing STG gang code descriptions for law enforcement agencies, Offender Case Management and transition plan improvements and work flow improvements in diagnostic center processing.

The new products include the beginning of automation for the Division of Community Correction's community service program and the Division of Prison's cashless canteen system. Other system implementations not associated with OPUS include the Maintenance Management System, which enables Engineering and Division of Prisons to create work orders for both preventive and corrective maintenance.

MIS continued to improve its ability to recover critical applications when disasters happen by participating in two successful state-sponsored mainframe disaster recovery exercises. These exercises tested the ability to move OPUS to a new computer outside North Carolina and quickly become operational.

With more than 14,000 employee RACF security identifiers, the Department of Correction has more than 5,000 employees that use OPUS daily. This amounts to an average of over 770,000 OPUS transactions per day and 170,000 offender profile searches per week.

**Inmate Grievance  
Resolution Board**  
Finesse Couch, Director

During FY 2002-03, the Inmate Grievance Resolution Board issued 10,371 disposition orders and 754 letters in response to inmate appeals and letters.

Under the Administrative Remedy Procedure, the section mediated several noteworthy grievance appeals with successful outcomes. With the assistance of Division of Prisons staff, the board resolved the "emergency care" discipline policy issue. Inmates were restored their privileges, rights and fines after revisiting and clarifying the disciplinary policy. The board facilitated the revision of the clothing policy to allow male inmates to receive an adequate number of undergarments and socks; and reviewed and humanely resolved grievances filed by inmates in segregation units across the state.

In other matters, the board furnished requested data to the Attorney General's Office and prison units for litigation purposes and organized and presented grievance training to employees at the North Carolina Correctional Institution for Women.

**Controller's Office**  
Paul Gross, Controller

The Controller's Office is responsible for the budgetary, financial and accounting management of the Department of Correction's fiscal resources. The section ensures that the department is in full compliance with generally accepted accounting principles, North Carolina

General Statutes and policies and procedures applicable to the department's financial operations.

Due to declining revenues during FY 02-03, the Department of Correction faced mandatory budget reversions in order to meet goals set by the state budget office. Through hiring freezes and restrictions on travel, the department reverted \$18.5 million of the \$874.2 million appropriated by the General Assembly.

The Medical Claims Management Section processed 53,138 medical claims and recognized a savings of \$7.8 million. These savings were the result of identifying and denying duplicate invoicing; rejecting invoices with unbundling codes, detecting unacceptable billing practices and negotiating additional discounts with health care providers.

The general accounting section of the Controller's Office processed 109,912 invoices during the year and wrote 75,495 checks to vendors. It also initiated a utilities database for water, sewer, natural gas and electricity. The database not only interfaces with the state's accounting system for purposes of facilitating utility payments to vendors, but it also serves to report key energy data to engineers and maintenance staff, who use the data for strategic energy planning related to cost saving initiatives.

The Controller's Office developed its first Webpage in 2001, which includes important financial and organizational information. The Web site also contains the complete fiscal policy manual, eliminating the need to duplicate 800 copies each time a policy change is made.

**Purchasing & Services**  
Barbara Baker  
Chief Procurement Officer

During FY 2002-03, purchasing agents continued use of e-Procurement, the state's Internet-based purchasing system, to issue purchase orders and contracts totaling more than \$163,885,000. Although the department's budget for purchases was quite stringent during the fiscal year, open market competition for purchases over \$1,000 and Internet posting of all purchasing opportunities over \$5,000 increased competition and helped hold prices down.

A key factor in dealing with the budget deficit was Purchasing's ability to conduct intensive negotiation with vendors whose contracts contained renewal clauses, which could have permitted a price increase equal to the Consumer Price Index (CPI) change. In most cases, Purchasing successfully obtained annual renewal with no increase, thereby saving the state a substantial amount that would have been required if the CPI increases had been granted.

As in previous years, the department led the way in the number of contracts awarded to historically underutilized businesses (HUBs.) Although the goal was 10 percent, of all contract awards, the department is proud to have exceeded this goal during this fiscal year, awarding over 17.8 percent of all contracts to HUBs.

During FY 2002-03, Purchasing completed the procurements for the \$20 million expansion of Warren Correctional Institution. To ac-

comply with that task, Purchasing worked very closely with Central Engineering in specification development and purchase of all necessary equipment, materials and services.

Purchasing and the Facility Services Telecommunication Section played a major role in evaluating the multiyear bid for all public and inmate payphones. This contract brings in approximately \$6 million in yearly revenue, in the form of commissions paid to the state by the vendor.

### **Central Supply Warehouse**

The Central Supply Warehouse had a very busy fiscal year. In addition to storing and distributing all the department's uniforms and materials, the section operates a fleet of long distant transport vehicles that delivers to over 250 locations statewide. The move to a larger warehouse location in November 2001 allowed an increase in inventory levels with a total inventory value of \$6,852,550. During FY 2002-03, Central Warehouse received products totaling \$28,960,052 from vendors.

### **Transportation and Communication Shop**

The Transportation/Communication Shop operated part of the year from a temporary location, while a new shop is under construction. The new location will provide additional space for vehicle repairs and bus security upgrades.

With fewer replacement vehicle purchases in the tight fiscal climate, the volume of vehicle repairs has

risen sharply.

To cut costs and achieve higher fuel efficiency, the Division of Prisons introduced security minivans.

The department also relocated the vehicle repair shop from Caledonia Correctional Institution to the old Halifax prison unit, which resulted in a threefold increase in space and allowed the fabrication and installation of security screens in the vans.

The Radio Shop has been busy reprogramming many units due to changes in local law enforcement requirements. As a cost-cutting measure, the shop dispatched radio technicians to central locations in each region so that nearby facilities could bring in vehicles for radio repair and/or reprogramming instead of traveling to Raleigh.

Finally, the section completed a comprehensive review of two-way portable radio equipment for correctional facilities that resulted in the selection of new dorm radios for the Division of Prisons. The new radio equipment, which exceeds current equipment specifications, reduced equipment costs by 30 percent.

### **Mail Services**

Utilizing the state's centralized Mail Service Center, with its automated mail processing, has resulted in greater efficiencies in mail delivery. Employees now address letters using standardized formatting so that delivery addresses can be read electronically. This automated process saves time and money since the department gets a discount on mail that can be sorted using standardized formatting.

## **Research & Planning** Sandy Pearce, Director

The Office of Research and Planning provides planning, decision-support, research and program development services for managers and staff throughout the Department of Correction.

During FY 2002-03, Research and Planning spearheaded transition/re-entry initiatives for the department. Staff members facilitated a planning meeting for over 60 department staff members that resulted in a departmental Transition/Re-entry Work Plan. Research and Planning implemented two grant projects directed at successful reintegration into the community.

The Job Preparation for Offenders Project, funded by the Governor's Crime Commission, selects work-qualified inmates to receive information and training on obtaining and successfully maintaining a job upon release. Ten prisons serve as pilot sites based on the programs and services they provide to inmates in preparing for reentry.

The Going Home Project, funded by the U. S. Dept. of Justice in conjunction with other federal agencies, targets serious, violent and/or chronic offenders in prison and assists them in successful transition to the community. Community teams in 13 counties work with the offender to obtain a job, achieve educational goals, find a stable place to live, stay off drugs, and address mental health and family issues. Teams include representatives of the Division of Prisons, Community Corrections, TASC, Joblink Centers, private non-profits organiza-

tions, housing organizations and faith-based volunteers.

Research and Planning began analyzing data from a newly-created inmate custody population simulation model, which is the only model of its kind in the country. This computer model projects future prison populations by three groups (adult males, youth males, and females) and by three custody levels (close, medium, and minimum). In conjunction with the Sentencing and Policy Commission's sentencing projections, the model will be used to develop plans to address the increasing prison population.

Finally, Research and Planning facilitated a strategic planning process for the in-service section of the Office of Staff Development and Training. Staff also helped the Substance Abuse Advisory Council recommend areas for improvement of substance abuse programs in the Department of Correction.

### **Safety Office**

Joe Simpson, Director

The Safety Office conducted comprehensive safety inspections at 224 facilities, including prison units, Correction Enterprise plants, Community Corrections offices, laboratories and administrative locations. The section conducted nine industrial hygiene surveys regarding issues such as noise level, air contaminants and lead-based paint debris. The office dealt with 10 OSHA inspections and four OSHA complaints during the year.

A serious accident investigation was conducted in response to a finger amputation at a prison facility, recommendations for corrective

action were implemented. The safety office informed management of the need for more fire hydrants and improved water supply for fire fighting at a prison facility.

Finally, the office conducted a major study to develop a plan for relocating the self-contained breathing apparatus throughout the Division of Prisons.

### **Victim Services**

Sandy Dixon, Director

The Office of Victim Services (OVS) advances the rights of victims through advocacy, information and resources with a commitment to providing assistance that exemplifies the respect and dignity victims deserve. During FY 2002-03, OVS saw a 27 percent increase in the number of new victims registered for notification. A total of 21,738 people have registered since the North Carolina Victim's Rights legislation was enacted.

OVS continues to provide critical input and direction to the department regarding policy and procedure related to victims of crime. The office consulted with the Division of Community Corrections in its victim services reorganization and helped the Division of Prisons in revising its visitation policy.

During 2002-03, OVS increased its outreach to the Hispanic community by translating resource materials into Spanish, networking with Latino service providers and distributing materials statewide. Staff also attended El Pueblo Forum 2002 and 2003 and the El Vincolo Festival, participated in a CDN-TV Spanish talk show on domestic violence, appeared on the

radio talk show "La Charla" and provided interviews with several radio stations.

The office continued general outreach to all victims of crime with events such as the NBC17 Health Fair, the North Carolina State Fair and the annual Crime Victims' Rights Month as an active member of the Victim Services Interagency Council. The OVS Director sits on the North Carolina Victim Services Practitioner Certification Committee, a statewide group providing certification to victim service professionals across the state.

OVS also works closely with the Governor's Crime Commission and the Administrative Office of the Courts to provide oversight of the Statewide Automated Victim Assistance and Notification (SAVAN) System. SAVAN provides telephone notifications to citizens for offenders in North Carolina county jails, prison, on probation or involved the court system.

Finally, OVS continued to provide training, resources and support to victim information coordinators in the Division of Prisons and victim advocate and notification coordinators in the Division of Community Corrections. These employees work in the field and provide victims with information and opportunities for input into decisions affecting their offender's status.

# Awards and Honors

## State Employee Awards of Excellence



Two Department of Correction employees were recipients of the State Employees Award for Excellence this year. Connie Barton (left) is an administrative assistant at DART Cherry in Goldsboro. She was awarded for her outstanding community service to the Boy Scouts of America in Johnston County. Jenelle Killian (left), a correctional officer at Morrison Correctional Institution in Richmond County, was recognized for her outstanding efforts in human relations.

## Prison Volunteer Recognition



(in alphabetical order)

- |                    |                  |                       |                      |
|--------------------|------------------|-----------------------|----------------------|
| Scottie Barnes     | Stephanie Gerami | Rev. James McFarlin   | Dr. Michael Steen    |
| Lynda Clifton      | Rayborn Hall     | Rev. Shirley McFarlin | Dr. Michael Taylor   |
| Earlie Collins Jr. | Ruby Hall        | Jerry McQueen         | Rev. Willie Williams |
| Toni Cullum        | Velma Hall       | Robert Overla         | Christ Cathedral     |
| Tauheed Diaab      | Revonda Keller   | Bessie Lee Simms      | Covenant Ministry    |



**Volunteer of the Year**  
 Scottie Barnes  
 Caldwell CC

# Awards and Honors

## 2003 Correctional Officers of the Year



Front row, left to right

Sgt. Tawanda Stanley - Neuse CI  
 Barbara Drew - Tyrrell PWF  
 Ella Dawkins - Morrison CI  
 Lt. E. Kent Ryan - Albemarle CI  
 Randall Polechio - Mountain View CI

Back row, left to right

David Meeks - Durham CC  
 Alvin Newsome - Wake CC  
 Tim Webb - Western YI  
 Stanley Boyd - Umstead CC  
 Titus George - Columbus CI

## 2003 Probation, Parole and Community Supervision Officers of the Year



**Norman Cherry**  
*Probation/Parole Officer*  
 Bertie County  
 Division 1



**Joseph Mayo**  
*Surveillance Officer*  
 Cumberland County  
 Division 2



**George Pettigrew**  
*Chief Probation  
 Parole Officer*  
 Iredell County  
 Division 3



**Cheryl Modlin**  
*Chief Probation  
 Parole Officer*  
 Polk County  
 Division 4

# A History of the Department of Correction



## Milestones in Department of Correction History

1868

North Carolina adopted a new state constitution that provided for the construction of a penitentiary. Inmates began building Central Prison in 1870 and moved into the completed castle-like structure in December 1884.

1901

The Good Roads Policy initiated the use of inmate labor to build the state's roads. Horse-drawn prison cages that moved from one work site to the next housed the inmates.

1910

The incentive wage system began, with inmates earning up to 15 cents a day, paid upon release.

1925

The General Assembly enacted a law changing the state's prison from a corporation to a department of state government.

1930

Prison industries, today known as **CORRECTION Enterprises**, began. At a plant near Central Prison, inmates made concrete pipe for the State Highway Commission. The plant

operated until federal highway funding restrictions ended the use of inmate labor for such operations in 1936. Over the years, other prison industries developed to meet prison needs, like farming and tailoring operations to provide food and clothing.



*Central Prison, the state's first prison.*

1931

The Conner Bill enabled the state to take control of all prisons and inmates. The condition of prison facilities and the need for inmate labor led the General Assembly to consolidate the State Highway Commission and the State Prison Department. In the two years before consolidation, the State Highway Commission had spent \$850,000 for permanent improvements in the road camps it had taken over from the counties.

This renovation and construction program continued after consolidation of the two agencies.

1930s

Many road camps were added in the 1930s, with a standard design and capacity for 100 inmates. Camps were located throughout the state, primarily for road building and repair. Many of these camps are still in operation today, although a number of them were closed in the 1990s to improve efficiency.

1935

Female inmates from Central Prison moved to a south Raleigh road camp, the site of today's North Carolina Correctional Institution for Women.

1957

The General Assembly separated the state prison department from the State Highway and Public Works Commission. North Carolina also became the first state to initiate a work release program that allowed inmates to work in private employment during the day and return to confinement at night.

1958

The department replaced striped prison clothing with gray uniforms for close custody, brown for medium and green for minimum.

1965

The department began to integrate its prisons. In addition, mental health services were established in prisons, paving the way for the first mental health wards at Central Prison in 1973 and later the first sex offender treatment program at Harnett Correctional Institution in 1991.

1970

The job titles for custody officers are changed from guard or matron to correctional officer.

1974

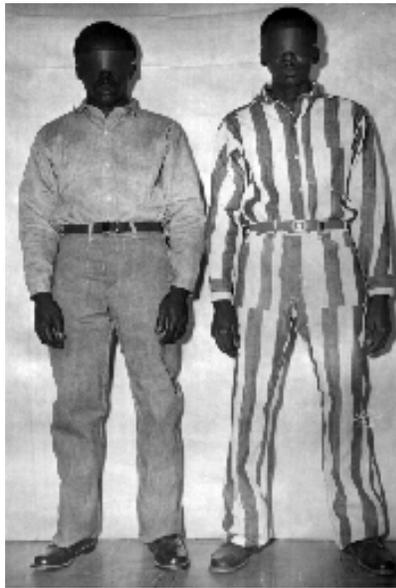
The Department of Social Rehabilitation and Control became the Department of Correction with two major subdivisions, the Division of Prisons and the Division of Adult Probation and Parole. In addition, the state Criminal Justice Academy was founded and began certification training for corrections staff.

1987

The department began a substance abuse treatment program that established the first Drug/Alcohol Recovery Treatment program at Wayne Correctional Center.

1989

The state's first boot camp program for male youth, opened in Richmond County in October 1989.



*In 1958, striped prison uniforms became a thing of the past.*

1990s

Between 1986 and 1992, annual prison admissions nearly doubled from 17,500 to 30,800. In the 1980s, a series of lawsuits filed by inmates attacked conditions in 64 of the state's smaller prisons. In response, the General Assembly capped the prison population, reformed state sentencing laws, provided for increased community supervision and launched a major prison construction program which increased the prison capacity by 56 percent. From 1993 to 1999, 24 small prison facilities were closed to streamline operations and improve efficiency.

1994

The General Assembly enacted structured sentencing laws governing all offenses committed on or after Oct. 1, 1994. More serious, violent repeat offenders are incarcerated, while less serious non-violent offenders are sentenced to intermediate or community-based sanctions. Imprisoned offenders serve at least 100 percent of the minimum sentence imposed.

1996

The state lifted the prison cap in 1996. The Department added new dormitory space at many existing prisons and built new close-security prisons to accommodate the more violent, long-term inmates entering the prison system under the new sentencing laws.

1997

Six new prisons opened, including the Dan River Prison Work Farm. Dan River Prison Work Farm's housing unit was the first major inmate construction project since inmate labor was used to build Central Prison in the 1890s.

1998

The Division of Adult Probation and Parole changed its name to the Division of Community Corrections to reflect its community-oriented approach to supervising offenders. The General Assembly also eliminated lethal gas as a method of execution.

2000

On Oct. 1, a two-year experiment with privately-run prisons ended as the state assumed control of Pamlico Correctional Institution and Mountain View Correctional Institution, previously operated by Corrections Corporation of America.

2002

The IMPACT boot camps in Morganton and Hoffman graduated their final classes and closed by August 15, as directed by the state legislature.

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